

12 June 1975

TO : ~~Paul/Ed~~

FROM:

SUBJ: Comments on MAGID-15: Policy for  
Training of New Employees

1. MAGID Recommendation 1: Offices within the DDI establish training policies which make substantive and skills training a part of the indoctrination process for new professionals.

Comment: If, by "substantive and skills training," MAGID is referring to such training as how to work with special intelligence materials, and related training, then I think MAGID has a good point.

2. MAGID Recommendation 2: Training officers and other appropriate managers be encouraged to consider extending the period during which orientation and indoctrination is given the new employee. In many cases, it might be useful to begin with office level orientation and, as much as a year later, conclude with the IWA (or successor courses).

Comment: With the exception of the Security Indoctrination and the Intelligence Directorate Orientation Course, Office Directors now have (or will have with the new Headquarters Regulation) flexibility in developing

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orientation and indoctrination for new employees.

3. MAGID Recommendation 3: The Intelligence in World Affairs course be bifurcated into a course on the Structure of the Intelligence Community and a course on US Security and International Affairs, to permit those with previous experience to select the portion they need.

Comment: About two months ago, ☐ and I met with the OTR Curriculum Committee at which time we made essentially this same recommendation. We have not yet had a response from OTR. We could make the recommendation again--in writing this time--if you wish.

4. MAGID Recommendation 4: ☐ be modified to give office heads the authority to exempt persons from attending the above courses. (Deputy Directors and independent office heads currently exercise this authority.)

Comment: A new Headquarters Regulation is in draft form which does acknowledge the need for some discretion in sending people to the IWA. It does give authority to exempt people to the Deputies and independent office heads. But we earlier (last year) told our office heads to exercise some judgment in sending people. I will put out another Management Note on this--which in effect delegates the responsibility to your office heads.

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5. MAGID Recommendation 5: If a course on the Structure of the Intelligence Community is developed from the IWA, that it be offered to new clerical personnel, as an enhancement to their morale, sense of purpose and productivity.

Comment: Without seeing the course outline for a new Community section of IWA, it is difficult to judge whether it would be appropriate for clericals. Our inclination, however, is to say that it might be more appropriate for clericals to attend the course  
CIA: Today and Tomorrow (3 days)  
which is already open to them, plus they attend our own Orientation Course when they come in.

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MAGID-15

3 June 1975

MEMORANDUM FOR: Deputy Director for Intelligence  
SUBJECT : Policy for Training of New Employees

Professional employees are inducted into CIA with an extensive series of indoctrination courses and briefings. We believe that while these measures contribute to the orientation of professionals, the rigidity and intensiveness with which they are ordinarily administered often reduce their effectiveness. Furthermore, orientation seldom includes training on the substance of an analyst's new job. The courses which are now required by  are:

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Security Indoctrination	1 day
CIA Indoctrination	

Intelligence Orientation (IWA)	15 days
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In addition, the DDI requires:

DDI Orientation	3 days
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Some offices require:

Office Orientation	<u>3 days</u>
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Total required orientation and indoctrination time.	22 days
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Managers usually schedule new employees for these courses immediately upon the employee's reporting. As a consequence, the indoctrination and orientation is in danger of becoming a bewilderment of facts, flow charts and terms -- precisely the opposite of what is intended. Moreover, employees with broad backgrounds in national security or experience in other segments of intelligence, have little need for detailed instructions in the intelligence community or world affairs. Frequently a new manager who is faced with the prospect of losing a new but experienced professional for three or four weeks, will delay the course for him until the issue is forgotten.

No office in the DDI requires new employees to be oriented in the substance of their new responsibilities or in the capabilities of the intelligence collection systems or analytical techniques they will be using -- these are left to "on-the-job training." Having suffered the absence of a new analyst for about one month during his first few months at CIA, many managers are reluctant to send the analyst to several more weeks of training. We believe that important substantive or skills training of new professionals is in some cases prejudiced by an over-intensive, rigid indoctrination program.

To promote greater flexibility according to the needs of the various offices of the DDI, MAGID recommends that:

1. Offices within the DDI establish training policies which make substantive and skills training a part of the indoctrination process for new professionals.
2. Training officers and other appropriate managers be encouraged to consider extending the period during which orientation and indoctrination is given the new employee. In many cases, it might be useful to begin with office level orientation and, as much as a year later, conclude with the IWA (or successor courses).
3. The Intelligence in World Affairs course be bifurcated into a course on the Structure of the Intelligence Community and a course on US Security and International Affairs, to permit those with previous experience to select the portion they need.
4.  be modified to give office heads the authority to exempt persons from attending the above courses. (Deputy Directors and independent office heads currently exercise this authority.)
5. If a course on the Structure of the Intelligence Community is developed from the IWA, that it be offered to new clerical personnel, as an enhancement to their morale, sense of purpose and productivity.

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Minutes of MAGID Meeting 22 May 1975

1. The next MAGID meeting will be a lunch with Mr. Proctor and/or Mr. Walsh. As of 2 June, we are still awaiting a date. All members will be informed of the date as soon as it is set. The primary purpose of the luncheon meeting will be to get the top management reactions to the papers issued since the last luncheon meeting in March.
2. The paper on "Policy for Training of New Employees" was approved and will be issued as MAGID-15.
3. The draft paper on the environment was discussed and a new draft was sent to members for comments.
4.  has been invited to address the DDS&T MAG on 10 June. The topic will be activities of the MAGID.
5. The luncheon will be my last meeting since my term ends 30 June and I will be on vacation after 20 June. Consequently, after the luncheon a new chairman will be elected.

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